



Christ Church Cathedral School



Strategic Framework 2021

Introduction:

The purpose of this document is to outline a strategic framework supporting the continued advancement of Christ Church Cathedral School. It is not an operational plan but rather, its end purpose is to herald our ethos, values, aspirations and the strategic priorities that will bring about a bright and secure future for our school.

1. Christ Church Cathedral School: Mission, Vision and Values

Mission:

Christ Church Cathedral School (Cathedral School) provides an excellent and inspiring education to children K-8. Ranking among the very best schools in our city and rooted in the Anglican tradition, we offer a values-based curriculum accessible to students of all beliefs while nurturing the spiritual, social, physical and intellectual growth of every child.

Vision:

We aspire to be the school of choice for families seeking a quality education in a vibrant, caring and inclusive community where children can discover the path toward the best version of themselves: to let their light shine.

Values:

Our educational mission and vision is mobilized by our values and by what we believe:

Community:

Among our greatest strengths as a “right size” school is our capacity to foster a community of parents, students and teachers, each contributing to the school’s unique and highly prized culture of learning and mutual support.

Excellence in Teaching and Learning:

We believe that excellent educational outcomes are achieved by instilling a passion for learning and discovery. We challenge and support our students to effectively draw out their best efforts. The result is students who are confident, enthusiastic, ready to take on new opportunities and step into leadership roles in high school.

Service to others:

We are motivated by love to serve others, and we strive to walk the path of service as Christ did. Therefore, service-learning is an integral component of a Cathedral School education, where students learn to pull together toward something much greater than themselves and where kindness, respect, compassion and resilience are cultivated.

Diversity and Accessibility:

We welcome children and families from all faiths and all socio-economic backgrounds. We endeavor to ensure a Cathedral School education remains accessible through competitive tuition and the availability of financial aid in the form of bursaries and scholarships.

2. Supporting Excellence in Teaching and Learning

With a well-earned reputation for excellence in teaching and learning outcomes, Christ Church Cathedral School consistently ranks among the very best performing elementary and middle schools in Victoria. While we are proud of our achievements, we are planning our future in response to rapid changes in the educational landscape.

Informed by our values and Christian ethos, the school's academic and curriculum planning is dynamic and responsive to new opportunities. Most of all, our well-rounded educational approach will equip children to thrive in a time of momentous social, economic and scientific change.

A. Science, Technology, Engineering, Arts and Math (STEAM)

Social interactions, whole economies, health and education, energy development, and even spiritual experiences are enabled by technologies that have evolved from recent developments in science, math, engineering, and the incredible creativity of entrepreneurs around the world. The combination of science, technology, engineering, the arts, and math (STEAM) programming constitutes a fundamental literacy required for success, and it is at the heart of the Cathedral School curriculum.

Strategic Priorities:

- i. We will leverage our successes and strengthen our capacity in the teaching of Science, Technology, Engineering, Arts and Math.
- ii. We will acquire and continually update the essential equipment and materials for teaching and learning STEAM subjects.
- iii. We will develop a design and fabrication workshop and a fully equipped art room for applied, hands-on learning – a flexible and inspiring space where children actually “do” STEAM.

B. Enhanced Music Curriculum

Christ Church Cathedral School enjoys the unique position of being the only school at the very hub of Victoria's vibrant arts and music scene. The Victoria Symphony, Pacific Opera, Victoria Conservatory of Music and performance venues for world class jazz and contemporary music, dance and theatre are all within short walking distance of our precinct. The Cathedral itself is a centre of excellence in sacred and secular music, producing over 30 concerts a year with local, national and international performers and boasts a music department led by professional musicians of national and international reputation.

The relationship between strong academic performance and music education is well established and the educational opportunities our situation affords are both singular and significant. With preparation and commitment, Cathedral School is poised to take a leadership role in this area, becoming a destination school for music and the arts.

Strategic Priorities:

- i. To support our objectives in music, we will initiate the development of an enhanced music education curriculum for all students K-8, which may include progressive music theory classes, band, ensemble classes in strings and recorder, choral singing, group piano and individual instrument instruction.
- ii. As the only program of its kind in Canada, the successful Cathedral Chorister program will continue to be developed as a signature music education initiative of the school in partnership with the cathedral.
- iii. An outline of spatial requirements for music education will be developed, including: practice rooms, rehearsal halls and performance spaces. We will continue to acquire and upgrade equipment and materials necessary for teaching, learning and performing music.

C. Attracting and Retaining Excellent Teachers and Staff

Our most valuable resource is our people: deeply committed teachers and staff who together fulfill the promise of a Cathedral School education.

Strategic Priorities:

- i. We will continue to hire excellent teachers and staff and ensure our high educator to student ratio is maintained.
- ii. We will support our teachers and staff by developing partnerships in the teaching and academic community to enrich professional development opportunities that are informed by the latest research and best practices.
- iii. We will encourage and reward excellence by recognizing and celebrating the achievements of our dedicated teachers.

D. Service Learning

Christ Church Cathedral School, since its inception, has embraced the value of service learning. We believe children develop strong moral character when we engage their hearts and minds in community issues and incorporate the lessons Jesus taught us about how to live a good life – a life in service to others.

Strategic Priorities:

- i. Cultivating an understanding of leadership through service and an awareness of societal needs both inside and outside our school community.
- ii. Working in partnership with local agencies to develop a diverse range of practical, appropriate-level service projects for children to engage in.
- iii. Strengthening our connections to the Christ Church Cathedral community to identify opportunities for engagement.

3. Enrollment Growth and Capital Expansion

Christ Church Cathedral School is on a growth track and we are planning for a future full of promise. In response to steady demand for admissions across all grade levels, particularly in the primary grades, the school intends to expand to a double cohort. This means the student enrollment will double over the next several years. The diversity of our student and staff population is one of our greatest strengths and enrollment growth will enrich social, academic and cultural opportunities for the entire school community. It also will improve our financial sustainability through greater cost efficiencies, by supporting campus development and enhancements, thus allowing us to fully realize our educational mission.

We are an inner-city school with a rapidly growing residential population on our perimeter. This is a time of tremendous change in our city and we intend to embrace all the opportunities this affords.

Strategic Priorities:

- I. A four-module classroom structure has been purchased and will be installed on site during the summer of 2021. While this building is built to a very high standard, it is a temporary structure intended to meet an immediate need. Permanent solutions must be considered and developed soon.
- II. Our capital expansion will be carefully deliberated and planned in partnership with the Cathedral, the Diocese and the City of Victoria.
- III. A preliminary outline of space requirements will be drafted for review. Further steps regarding design and site development will proceed after further consultation.

4. Securing Sustainable Funding for the Future

The Cathedral School community could never be what it is without the steadfast support of parents, teachers, staff and friends of the school, each playing a vital role supporting our educational mission and vision. The school enjoys a tremendous base of support both inside and outside our community and our philanthropic case is compelling. Generating philanthropic support for academic programs and financial awards (in the form of bursaries and scholarships) and improved facilities ensures that we deliver on our promise to our students and their families. The establishment of a co-ordinated alumni and development program with sufficient staffing would provide vital support for the school's most pressing funding needs and long-term aspirations.

Strategic Priorities:

- i. We will develop a philanthropic advancement plan that is mission-driven, that is responsive to our needs, realistic, aspirational yet achievable, that supports the strategic priorities set out in this planning document.
- ii. We will consider the need for staff in this area, possibly aligned with admissions and alumni relations functions.
- iii. As a major priority, we will grow our endowment fund for bursaries and scholarships to support future generations of Cathedral School students.